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8 JUL 1965

MEMORANDUM FOR THE RECORD

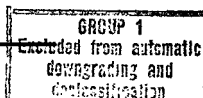
SUBJECT: Meeting with Members of the Executive Committee

1. Immediately after the morning meeting on 6 July I conducted a brief meeting with the following in attendance: Messrs. Bannerman, Borel, Bross, Earman, Elder, FitzGerald, Houston, Knoche and [REDACTED] The purpose of the meeting was to outline to this group my ideas on how I propose to function as Executive Director-Comptroller and to solicit any suggestions they might have.

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2. I began by saying that inevitably two people would approach the same job differently and undoubtedly my approach would be somewhat different from Mr. Kirkpatrick's, but this in no way was intended to cite that one approach has advantage over the other. I then said that I was not impressed with any authority vested in the Executive Director-Comptroller personally. In fact, it is my view that his authority is that which he derives from the DCI and the DDCI and that, while it is necessary for him to issue orders or give instructions to subordinate components within the Agency, he does so in the name of the DCI or DDCI. It is also his job to ensure that he is in close enough touch with them so that the instructions or orders which he does issue are pursuant to the policies and objectives of the DCI and DDCI.

3. As I see my job, it has two primary purposes: (1) To relieve the DCI and DDCI of as much detail as possible and to organize and present facts to them so that they can make policy decisions with a minimum of time devoted to a particular problem; (2) To assist the Deputies and Heads of Independent Offices by getting decisions from the DCI or DDCI or making decisions in their absence, ensuring always that the DCI's and DDCI's policy is being carried out. I then pointed out that I did consider the Executive Director-Comptroller job not limited to management or administrative matters. On the contrary, if I am to accomplish the two objectives which I set forth, I must function across the board, dealing with substance as well as administration. I said that I would make a strong and conscientious effort to stay close to the DCI and DDCI so that I can make sure that we are carrying out their policies. At the same time I emphasized that I did not wish to be, nor did I feel that I could be, a channel through which all matters of substance flowed to the DCI and DDCI. In fact, I felt quite

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strongly that any Deputy Director or Head of an Independent Office should have frequent access to these people. However, it is essential that the Executive Director-Comptroller be advised of any significant developments that grow out of these contacts, particularly any decisions which are made.

4. I then said that where time permitted, I would attempt to circulate draft policy papers before they were issued in final form so that the Deputy Directors might have an opportunity to make their views known before a final decision is made. I emphasized, however, that this would require personal and prompt attention by the Deputies. If this is not done and these papers are farmed out to subordinate echelons, I feel that we will encounter the same inordinate delays which we now encounter in regulations and the system would break down completely.

5. I emphasized also that while I have always operated with an "open door" policy and I expect to see many people at all echelons in the Agency, nevertheless I intend to deal primarily with the Deputy Directors and Heads of Independent Offices, particularly on policy matters. In fact, I underscored the necessity of seeing a great deal of each other personally and dealing orally and informally on a wide variety of matters.

6. At the conclusion of my brief discussion, there were several suggestions.

a. Mr. FitzGerald commented on the history of Action Memoranda. He said that it had been his experience that Action Memoranda were issued too late to have much bearing on what the components actually did. In general he felt that the components knew what to do and the typical Action Memorandum served no useful purpose. He urged that the instructions which we normally issued in Action Memoranda could better be issued in brief meetings of the Executive Director-Comptroller and the other Deputy Directors. I reserved judgment as to whether we could eliminate Action Memoranda altogether, but I do agree with at least part of his philosophy.

b. Mr. Borel expressed his hope that the Financial Policy and Budget Committee could be expanded into a general form to discuss management policy as it affects the entire Agency. I commented that I expect to look into the FPBC and decide what changes we should make. I emphasized most forcefully, however, that if we should expand the FPBC into a forum in which general management policy was discussed, the Assistant Deputy Directors must ensure that they reflect the views of their principal at the meeting and if they find they did not do so they should advise the Executive Director-Comptroller immediately. This is a fundamental

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procedure which I think we should insist on; otherwise a great deal of time is spent by all concerned only to find at some later date that a subordinate has not properly reflected his Deputy's views.

c. John Bross reminded the group that he had recently been assigned responsibility for liaison with the President's Foreign Intelligence Advisory Board. He would have preferred that the Executive Director-Comptroller retain this function; however, he proposed that insofar as Agency presentations are concerned, he would write appropriate memoranda to the Agency components concerned and provide an information copy to the Executive Director-Comptroller. I indicated that this was entirely satisfactory to me, and I, of course, would feel free to inject myself into the program at any time I felt it appropriate.

d. Mr. Bannerman proposed more brief, informal meetings between the Executive Director-Comptroller and the Deputies in order to settle policy before we try to write implementing papers. He felt that a great deal of time has been wasted fighting over detail whereas, if the policy was first decided, the details could be filled in rather promptly and action would be much more expeditious. I agreed with this philosophy and will attempt to work toward this end.



L. K. White
Executive Director-Comptroller

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